

STANDARD OPERATING PROCEDURES (SOP)

ARMY NATIONAL GUARD BOARDS

As of 15 July 2010

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CHAPTER 1

GENERAL INFORMATION

1.1. Purpose. As authorized by AR 135-18, AR 600-8-19, NGR 600-100, NGR 600-101, NGR 600-200, and NGR 600-5, this standard operating procedures (SOP) delineates responsibilities and actions regarding convening, conducting, adjourning, recessing, and processing the results of ARNG boards or panels.

1.2. Scope/Applicability. This SOP applies to all Army National Guard (ARNG) Officers, Warrant Officer, and Noncommissioned Officers boards or panels. When referring to 54 States and Territories this includes the District of Columbia.

1.3. Conflict Resolution. Statutes, DOD directives, or Army and National Guard regulatory documents take precedence over this SOP. Exceptions to the SOP will be made only under the authority of the ARNG G1 or his/her authorized representative and only to the extent that the Director, Army National Guard (DARNG) has the authority to grant the exception.

1.4. Explanation of Board vs. Panel. A Board has a set Order of Merit List (OML) that cannot be deviated from, adjusted, or changed. All results of boards are kept close hold until the Office of Primary Responsibility (OPR) releases the results at the appropriate time. Panels are strictly management tools which are strong recommendations to the leadership. Results from panels can be adjusted as deemed necessary. All results of panels are kept close hold until the OPR releases the results at the appropriate time. (See Appendix A)

GENERAL BOARD INFORMATION

1.5. Board/Panel Membership

a. General. Service on boards/panels is one of the most important duties an individual performs. Because board/panel considerations have far-reaching effects on the mission of the Army and the professional development, morale, and well-being of its soldiers, board/panel duty takes precedence over other duties.

b. Composition. Board/Panel composition will be as prescribed by appropriate regulations and this SOP (see annexes for individual board compositions).

(1) Size. Unless otherwise authorized by Army regulations, boards/panels will consist of a minimum of three authorized voting members, as addressed in this SOP; odd number of members.

(2) Grade. Laws and regulations covering specific types of boards/panels should be consulted for grade requirements. To the extent possible, promotion board/panel members will be at least one grade senior to the grade to which those considered may be promoted. Refer to specific regulations for specific grading requirements.

(3) Characteristics of members.

(a) Whenever possible, board/panel composition will reflect a worldwide distribution. Board/Panel members will not be selected predominantly from one command or geographical region.

(b) Personnel currently assigned to Chaplain and JAG will not be assigned to serve on regularly scheduled boards/panels unless it is for a special branch board/panel in line with their perspective branch. Inspectors General and the US Property and Fiscal Officer (USPFO) do not sit on board/panels.

(c) For boards/panels requiring one minority representative, whenever possible, the minority member will be from the minority category having the greatest representation in the considered population.

(4) Qualifications of board/panel members. In view of the importance of this duty, board/panel members will be among the best soldiers in the Army National Guard, Active Component, or USAR, i.e., those who have demonstrated outstanding ability in demanding assignments. Generally, they must:

(a) Have outstanding evaluation reports.

(b) Be physically fit and conform to the Army's weight standards.

(c) Not have an approved retirement date or a mandatory retirement date within six months of board/panel adjournment. TAG or his designee may waive this requirement on a case-by-case basis if necessary to meet membership requirements for a particular board/panel.

(5) Investigation of Board/Panel Members. The OPR must take proactive steps to identify whether any board/panel member is the subject of any adverse investigation. Such actions may include confirming whether the potential member has been flagged IAW AR 600-8-2. When the Approval Authority becomes aware of an ongoing adverse investigation against one of the members after their appointment, but before the board/panel is convened, an appropriate replacement must be appointed. When the Approval Authority becomes aware of such information after the board/panel convenes, but before the board/panel recesses, a suitable replacement may be installed at the discretion of the Approving Authority after examining the nature of the allegations against the board/panel member. Previous or current boards/panels will not be invalidated solely because of the existence of a current investigation against a

board/panel member. Such information, however, will be forwarded to the Approving Authority for review.

c. Potential Conflicts of Interests between Board/Panel Members. Integrity of the board/panel is absolutely paramount. TAGs must take proactive steps to identify potential conflicts of interest prior to board/panel appointment. To prevent the appearance of partiality or conflict of interest, the board/panel Approval Authority will not approve members that are known to be related by marriage, birth or adoption to any Soldier in the considered population, or to another board/panel member (nepotism). The board/panel will not be totally comprised of the applicants' immediate chain of command.

(1) When the Approval Authority becomes aware of one of the apparent conflicts of interest listed above after board/panel appointment, but before the board/panel is convened, he or she must replace the board/panel member. When the Approval Authority becomes aware of such information after the board/panel convenes, but before the board/panel recesses, he or she may remove and replace the board/panel member at his or her discretion after examining the potential for partiality, bias, or undue influence in board/panel proceedings.

(2) The existence of a potential or apparent conflict of interest is not enough to invalidate a board, but will be forwarded to the TAG for review.

(3) DCSPER/G1/J1 will prepare a memorandum for record of the process used to determine if potential conflicts of interest exist or develop for each board/panel, and will maintain such records for each board/panel. The record will show whether or not a conflict of interest arose, and if so, what action was taken to resolve the situation in writing.

d. TAG or his designee is authorized to select individual members from this membership to be used on separate special boards/panels that most appropriately resemble the characteristics of the original board/panel and the Soldier under consideration.

1-6. Nomination, Selection, and Notification of Board/Panel Members

a. Nomination and Selection. Board/Panel members. TAG, or his designee, will nominate all personnel to serve on the boards/panels.

b. Notification.

(1) The DCSPER/G1/J1 will notify members selected for boards/panels.

(2) The DCSPER/G1/J1 will notify board/panel members of the time, date, and location their board/panel will convene and of the sensitivity of the duty. The DCSPER/G1/J1 will also provide copies of the MOI and pertinent portions of

implementing regulations. If applicable, OPR will prepare and distribute orders as required for their respective board/panel members. DCSPER/G1/J1 will provide additional administrative support to assist all board/panel members during board/panel duty.

1.7. Excusals. Prior to membership being approved, TAG or his designee, may approve requests for excusals. Only the Approval Authority may excuse personnel who are approved for membership on boards/panels. Any relief or deviation from board/panel membership will be requested by the board/panel member to the DCSPER/G1/J1. When a request for excusal is approved the DCSPER/G1/J1 will nominate, after proper coordination and concurrent with its request for excusal, a qualified replacement member for approval by the Approval Authority.

1.8. Replacement of Convening Board/Panel Members

a. In the event a convening board/panel member becomes incapacitated or is unable to continue board/panel duties, the president will seek the member's excusal from TAG or his designee and determine if the board/panel can accomplish its mission in the established time frame with the remaining members. If the board/panel cannot accomplish its mission in the established time or if the excusal of the incapacitated member results in the loss of a board/panel composition characteristic required by law or regulation, the president will request that DCSPER/G1/J1 provide another properly appointed member who will take the oath, receive the required briefings, and join the board/panel in progress. All votes, including special boards/panels, of any excused member will be expunged. The new member will fully review the records of all persons being considered and vote as required by applicable law and regulations.

b. In the event that a board/panel member must be released following final deliberations, but prior to the formal out brief and recess due to operational or personal reasons, the following guidance is provided:

(1) TAG or his designee is the Approval Authority and will act on each request on a case-by-case basis.

(2) Compelling justification, e.g. board/panel member's spouse hospitalized in serious condition should be considered.

(3) All internal deliberations must be complete; all files voted; all ties resolved; all rosters and board/panel reports signed; and no decisions left pending any board/panel member which would impact the board/panel results.

(4) Board/Panel president must concur to early release of board/panel member in writing. If the board/panel president does not concur, the delegated Approval Authority, TAG or his designee will consider and resolve the request.

(5) If approved, the DCSPER/G1/J1 will document the action and brief the board/panel members on required information, e.g. "Do Not Discuss" information, prior to early release of the board/panel member.

(6) Board/Panel members released before deliberations are complete must be replaced, with TAG or designee approval of a new board/panel member.

1.9. Divulging Board/Panel Membership. No individual or agency will release or divulge board/panel membership until the board/panel adjourns (when the results have been approved by the Approval Authority) except as may be required by Approval Authority. After the board/panel adjourns, but prior to release date of board/panel results, board/panel membership may be disclosed. After members are advised of their selection, only the board/panel president may be provided board/panel member names during in-brief, but no sooner. However, the board/panel president may not contact prospective board/panel members.

1.10. Board/Panel Organization. Boards/panels will consist of a president who is usually the most senior member of the board/panel, a designated number of voting members along with a board recorder who has no vote.

1.11. Memorandum of Instruction (MOI)

a. The MOI issued by the OPR is the principal document governing the operation of a board/panel. It will delineate the purpose of the board/panel, method of voting to be used, administering of oaths, required reports, and instructions on safeguarding board/panel results and procedures. The MOI will also include, but need not be limited to, guidance concerning selection factors, desired qualifications of individuals recommended for selection, and equal opportunity information.

b. The MOI will be sent to the board/panel members prior to the scheduled convene date of the board/panel. Each board/panel member will review the MOI prior to convening of the board/panel and to protect the MOI as **close hold** information. Additionally, the board/panel recorder will inform board/panel members to bring the MOI to the DCSPER/G1/J1 on the day the board/panel convenes.

c. If the MOI is changed by OPR after the board/panel has convened, but before the board/panel recesses, DCSPER/G1/J1 will provide changes to the president of the board/panel as a corrected page to insert into the MOI. The release packet will contain the corrected MOI. The OPR and DCSPER/G1/J1 will keep a copy of the original MOI, documents affecting the change to the MOI, and the corrected MOI.

1.12. Uniform. On the date the board/panel convenes, board/panel members will report in duty uniform, ACUs/ASUs, as required by the Approval Authority or designee unless otherwise directed in the MOI.

1.13. Briefings to the Board/Panel.

a. TAG or his designee will welcome and charge the board/panel, introduce the support staff, and provide information on security precautions. The briefing outlines internal operating procedures and reiterates general guidance as outlined in the MOI and this SOP.

b. Board/Panel President. The president of the board/panel will address the board/panel to set the tone for the board/panel. He/she also may announce any instructions concerning internal operating procedures left to the board's/panel's discretion. The board/panel president will administer the oath to the recorder and the board/panel members.

c. Board/Panel Recorder. The recorder will brief the board/panel on administrative issues including the board/panel schedule and administrative procedures to be used incorporating both guidance of the MOI and internal procedures (SOP). The recorder administers the oath to the board/panel president.

d. OPR. Information briefings may be provided to the board/panel on descriptions of command categories, evaluation reports, and the qualitative management system. Briefings will provide information pertinent to the selection process or the eligible population. Applicants being considered by a particular board/panel will not appear before that board/panel as a briefer.

1.14. Information Furnished to Boards/Panels.

a. MOI. Provided by the OPR (See paragraph 6-7).

b. Eligibility Roster. Following release of the selection criteria, OPR will provide DCSPER/G1/J1 a list of individuals eligible for consideration one day after the closure of the announcement. This listing will contain at a minimum the name, SSN, sex, ethnic category, branch, and designated functional area of every individual to be considered.

c. Pertinent personnel records for each Soldier under consideration that should include:

(1) Official photograph when available, if not in DAPMIS.

(2) The performance file of the OMPF.

(3) Hardcopy documents authorized on the OMPF but not yet included on the file. Documents must be received prior to convene date or later date as established as an exception to policy. These documents, in addition to others, may include:

(a) AR 600-8-104, documents authorized to be placed on the OMPF as of the convening date of the board/panel.

(b) Evaluation reports, as defined in AR 623-3 and DA PAM 623-3, received by the OPR will be within the cut-off date identified in the announcement. It is the OPR's responsibility to make every attempt to ensure the board/panel file is as complete and accurate as possible.

(4) DA Form 2-1 (Personnel Qualification Record) will be submitted for all Soldiers. Officer Record Brief (ORB), Enlisted Record Brief (ERB), or Biographical Record Brief (BRB) will be provided when applicable.

(5) Letters to the president, as outlined in the announcement from the OPR.

1-15. Information not Furnished to Boards/Panels

a. Restricted Portion of the OMPF (R-File). This information is not provided to a board/panel.

b. Incomplete Reports. Included in this category are:

(1) Reports of investigation, courts-martial, other judicial proceedings, boards of inquiry, and boards investigating subversive actions and disloyalty that are ongoing and a report of final action is pending.

(2) Other derogatory information that has caused suspension of favorable personnel action when the case producing this information is still ongoing, unless any of this or related information has already been filed in the OMPF IAW AR 600-37 in which case only that information may be seen by the board/panel.

c. Other Information. The number of dependents, marital status, spouse's birthplace, and religion will not be provided to the board/panel.

d. Height/Weight verifications will not be conducted during the board/panel process. Board/panel members must evaluate the official file as presented to the board/panel without further amplification.

e. Board/panel members will only consider the information provided to them in a packet. Any previous knowledge a member may have, whether personal or professional, of an applicant under consideration cannot be discussed with other members. Such knowledge should privately be brought to the attention of the president who will inform the recorder. The recorder will inform the OPR/board/panel president and, if verifiable, the OPR/board/panel president will determine whether the entire board/panel will be informed. Deviations from this procedure can result in board/panel invalidation.

1-16. Board/Panel Procedure

a. General.

(1) Boards/panels will carefully consider pertinent personnel records of individuals listed on eligibility rosters furnished by the OPR IAW instructions contained in the board/panel MOI.

(2) Each member of the board/panel will vote and score the file of each qualified Soldier under consideration.

b. Work Schedule. A recommended work schedule will be presented by the DCSPER/G1/J1 to the board/panel president. Boards/panels should be scheduled to allow ample time to consider the files of all eligible Soldiers carefully with the pace geared to the slowest voter.

c. Processing Records. Boards/Panels will be presented records in an equitable fashion or as prescribed in the MOI. When inconsistent with the MOI, the recorder may group records by a major category (e. g., zone of consideration, branch, functional area, or MOS) to facilitate board/panel procedures. Within these basic groupings, records will be randomly circulated to board/panel members.

d. Method of Voting. Boards/panels will use either the fully-qualified, best-qualified (one vote), or the yes/no method as defined in the board/panel MOI and/or the applicable regulatory guidance.

e. Voting System. Boards/panels will use the automated voting system. The automated voting system is designed to ensure that each file is voted without prejudice or partiality. Board/panel members to include the president will only see another board/panel members score if they are outside the variance.

f. Board/Panel Recommendations. Internal administrative procedures adopted to determine which individuals the board/panel will recommend for selection must comply with the requirements of applicable law, regulation, policy, and the MOI relevant to each specific board/panel.

g. Results/After Action Reports (AAR).

(1) The board/panel president will prepare a results/AAR (See Appendixes for the results/AAR format) including a demographic summary, provided by the DCSPER/G1/J1, upon the conclusion of board/panel deliberations. The board/panel president will use the prescribed format, but may deviate as required to document results/AAR comments.

(2) Distribution of the results/AAR will be limited as follows: Board/panel president will provide the original through the DCSPER/G1/J1 to the board/panel

Approval Authority or his designee. DCSPER/G1/J1 will provide a copy of the results/AAR to the OPR after approval by the Approval Authority. The board/panel president will be the only member to keep a copy of the results/AAR prior to notification to TAG. No other complete copies will be made or distributed without proper approval from TAG.

h. Recessing the Board

(1) All boards/panels discussed in this SOP will be recessed by the TAG or his designee. Recess will be issued in person based upon the circumstances. The board/panel president will be present for the board/panel recess, along with all board/panel members, unless a board/panel member has been excused in writing by proper authority.

(2) As the board/panel begins its final deliberations the board/panel recorder should initiate coordination with the board/panel Approval Authority to begin planning recess actions. DCSPER/G1/J1 will advise the OPR as to tentative Approval Authority out-briefing schedule.

i. Disposition of Board/Panel Documents

(1) DCSPER/G1/J1 will maintain the original After Action Report after the results are approved.

(2) DCSPER/G1/J1 will ensure that all vote sheets, board/panel member notes, and other documents that associate a member to the board/panel are destroyed within five working days of the board's/panel's recess and that all prepared rosters, OMLs and ADP copies produced for a board/panel will be destroyed within 3 days of the board's/panel's release. AAR, OML and ADP files will be retained in accordance with the Army Records Information Management System (ARIMS).

(3) DCSPER/G1/J1 will also ensure that the appropriate OPR receives all board/panel applicant packet submitted for review. The Automation Technician Specialist assigned to DCSPER/G1/J1 will produce an electronic file containing the following:

(a) All OMPF/IMPF documents seen by the board/panel to include photographs in DAPMIS.

(b) All non-iPERMed documents which include but are not limited to DA Form 705 Cards (APFT), DA Forms 5500/5501-R (Body Fat content Worksheets), and Physical Profiles (DA Form 3349). Biographical Record Brief (BRB), ERB, ORB, Biographical Summary, and DA Forms 2-1.

1-17. Processing Board/Panel Results

- a. Once the board/panel is adjourned, results/AAR is conducted and signed by the board/panel president before dismissal (Appendix H).
- b. The board/panel recorder produces a packet which consists of the appropriate routing slip, AAR, OML Minority Report and MOI.
- c. The board/panel packet is submitted through OPR, the appropriate chain of command, and approved by the Approval Authority.
- d. If the board/panel recommendations/results are not approved by the Approval Authority, a new board/panel may convene as applicable by regulatory guidance.
- e. All personnel involved in the preparation of board/panel results will be cautioned that selection lists and statistical data are handled on a "need to know" basis and that no name will be revealed prior to public release except as indicated in this SOP or as approved by TAG or designee.
- f. Only TAG or designee may provide the OPR responsible for making personnel assignments recommendations on individuals prior to final approval, if such information is the determining factor concerning urgent assignment actions, or if required for clearly compassionate reasons.
- g. Once the board/panel is approved by TAG or designee the OML is published by the OPR. The board/panel packet which includes appropriate routing slip, AAR, OML minority report and the MOI will be filed with the OPR, in accordance with ARIMS.

1.18. RESPONSIBILITIES

To delineate responsibilities.

a. The Adjutant General (TAG):

- (1) Approval Authority for all States and territories for ARNG Officer, Warrant Officer and Noncommissioned Officer boards/panels membership and results.
- (2) Exercises final responsibility for plans and policies governing the operation of boards/panels, other than general officer boards.
- (3) Coordinates with the office of primary responsibility (OPR) in matters involving specific requirements pertaining to boards/panels.

b. Assistant Adjutant General (A-TAG):

- (1) Approval Authority for other boards/panels designated by TAG.

(2) Selects board/panel membership and approves results as delegated by TAG.

c. **Chief of Staff (CofS):**

(1) Coordinate proposed board/panel schedules, requirements and other actions governed by this SOP.

(2) Reviews appointment order prior to it being forwarded to Approval Authority for board/panel membership as required.

(3) Reviews and approves final results of boards/panels as applicable.

d. **Deputy Chief of Staff Personnel (DCSPER/G1/J1):**

(1) Approval Authority for boards/panels as designated by TAG.

(2) Reviews appointment order prior to it being forwarded to CofS for board/panel membership as required.

(3) Provides CofS with pertinent personnel documents on all personnel eligible for consideration to serve as members on boards/panels as required.

e. **Personnel Branch/Section:**

(1) Prepares appointment order for the OPR prior to it being forwarded to DCSPER/G1/J1 personnel for board/panel membership as required.

(2) Provides DCSPER/G1/J1 with pertinent personnel documents on all ARNG personnel eligible for consideration as members on boards/panels as applicable.

(3) Reviews results of board/panel.

(4) Coordinates proposed board/panels schedules, board/panel composition criteria, and other board/panel actions governed by this SOP.

(5) Ensures that classified pertinent personnel records and other sensitive material such as the restricted portion of the Official Military Personnel File (OMPF) are handled and controlled IAW AR 380-5, the board's/panel's MOI, and this SOP.

(6) Ensures compliance with all provisions of law, regulation and this SOP.

(7) Recommends procedural or policy changes to improve the board/panel process.

(8) After coordination with approval authority as necessary, implements board/panel schedules.

(9) Queries board/panel personnel membership based on the guidelines from the OPR.

(10) Appoints board/panel support personnel to each board/panel under delegation of TAG.

(11) Ensures board/panel membership composition is in compliance with governing laws, DOD directives and instructions, regulations, and this SOP.

(12) Upon receipt of appointment order from approval authority, notifies each board/panel member of confirmed selection and assigned duties.

(13) Provides boards/panels with pertinent personnel records from the OPR of all applicants eligible for consideration by their respective board/panel.

(14) Provides the approved MOI, which serves as the board's/panel's charter, to the board/panel members at least one week prior to the scheduled board/panel convene date.

(15) Creates and/or validates eligibility rosters.

(16) Takes action on board/panel AARs as necessary.

f. Board Recorder:

(1) Provides administrative support to boards/panels.

(2) Administers the Oath to the Board/Panel President

(3) Monitors board/panel standards and output as needed.

(4) Reviews board/panel results to ensure compliance in accordance with law, regulation, and the memorandum of instruction (MOI) (See Appendix C).

(5) Briefs the board/panel on prescribed procedures and recommends additional administrative procedures necessary for the conduct of the board/panel. Ensures that the board/panel deliberations and conduct are in accordance with law, regulation, and the MOI. Reports any questionable situation to the board/panel president and then to the Approval Authority for that board/panel as appropriate.

(6) Assists the president and other board/panel members in the performance of their duties as required.

(7) Attests to the accuracy of the board/panel report.

(8) Provides final board/panel packet to Approval Authority for action and signature.

g. Board/Panel President:

(1) Signs the board/panel After Action Report (AAR) and articulates it when presented to the Approving Authority (Appendix H).

(2) Addresses board/panel on convening date.

(3) Administers the prescribed oath to recorder and board/panel members.

(4) Adheres to internal operating procedures not prescribed by, but consistent with Statute, all applicable regulations and this SOP that are necessary for board/panel conduct.

(5) Reports to the Approval Authority any deviation from law, regulation, or MOI in board/panel proceedings, board/panel member conduct, or board/panel results.

h. Office of Primary Responsibility (OPR):

(1) Provides selection eligibility criteria for ARNG boards/panels in accordance with governing laws, DOD directives and instructions, ARs, NGRs and this SOP.

(2) Writes, coordinates, and obtains approval from appropriate Approval Authority for selection board/panel MOIs. Ensures Approval Authority approves Memorandum of Instructions (MOI) the prior to convene date of the board/panel in accordance with the applicable regulations.

(3) Provides approved MOI and detailed board membership guidance to the personnel branch/ section, prior to the convene date.

(4) Provides personnel branch/section with list of applicants' name and social security numbers per MOI.

(5) Responsible for delivery of applicants packets and a checklist of verified documents to personnel branch/section per MOI suspense date.

i. Commanders are responsible to ensure all Soldiers under their command are provided the opportunity to review their iPERMS record annually or prior to any board action for completeness and accuracy.

j. **Soldiers** are responsible to review their iPERMS record annually or prior to any board action to validate accuracy. Soldiers must report any discrepancies to their chain of command.

CHAPTER 2

PRE-BOARD/PANEL PROCESS

Pre-Board/Panel.

2-1. Boards/panels are scheduled throughout the year and it is the responsibility of the Office of Primary Responsibility (OPR) to prepare, coordinate, obtain approval from appropriate Approval Authority to establish those dates IAW applicable law, regulation, and policy for the specific board being conducted. Schedules will be adhered to as closely as possible. Administrative delays will be approved by the Approval Authority. Once the board/panel schedules are signed, only the Approval Authority may cancel a board/panel.

2.2. A Board Announcement Memorandum of Instruction (BAMOI) will be prepared, coordinated and approved by appropriate Approval Authority. Board/Panel BAMOI will include but are not limited to the following information. (See Appendix C for example)

- a. Board/Panels dates
- b. Eligibility criteria
- c. Information that will outline the process for a Soldier to prepare their file/records for appearance before the Board/Panel
- d. Information that will outline special requirements (example: Promotion, Retention, selection for Command Sergeant Major Course, RTI, CST, SF, and WTU)
- e. Information that will outline the actions of other personnel and or offices
 - a. Selection/ Non-selection objective
 - b. OPR
 - c. NCOIC/OIC
 - d. Board/Panels IAW law, regulation, and/or policy
 - e. Points of contact

2.3 The OPR will prepare, coordinate, and obtain approval from appropriate Approval Authority for a separate Board Member Memorandum of Instruction (BMMOI). BMMOI will include but are not limited to the following information. (See Appendix D for example)

- a. Evaluations
- b. Performance
- c. Education
- d. Assignments
- e. Derogatory Information
- f. Physical Conditioning/Body Composition
- g. DA Photographs
- h. Resolving variance
- i. Breaking ties

2.4 The Pre-Board Process:

- a. Office of Primary Responsibility (OPR) will prepare board/panel schedules.
- b. OPR will prepare the a Board Announcement Memorandum of Instruction (BAMOI) and Board Member Memorandum of Instruction (BMMOI) for each and every board that is to be conducted that year. (see Appendixes C & D).
- c. OPR will obtain TAG approval for the above documents and then distribute to intended audience.
- d. OPR will screen potential board/panel members per board/panel demographics and requirements and then contacts potential board/panel members and receives yes or no responses until the board/panel requirements are met.
- e. The board/panel appointment order is presented to the appropriate approval authority as required for review and signature.
- f. The OPR notifies the board/panel member of confirmed board/panel membership and request for Orders (RFO), if applicable, is forwarded to program managers for processing.
- g. The OPR will obtain a complete list of applicant names and social security numbers (SSN) to validate per MOI.
- h. The applicants' names and SSNs are forwarded to the Personnel Electronic Records Management System (iPERMS) manager to update iPERMS. The iPERMS manager will verify all Soldiers have an iPERMS file. The iPERMS manager will notify the OPR of any missing iPERMS files. The Automation Technology Specialist (ATS) will download the file from iPERMS into the National Guard Automated boards system (NGABS) program no less the two weeks prior to the board/panel convening date.
- i. The ATS creates the board/panel in the NGABS program.
- j. Once the ATS receives the applicant's packet from the OPR or iPERMS, they will scan and validate the submitted documents. Additionally, the ATS will load all of the board/panel members and applicants into the boards program.
- k. The ATS / Board recorder runs a missing document report and inserts any missing documents or photos, if available, into the board/panel file.
- l. The Board recorder checks the electronic voting system to ensure the program is working properly. If the system is not working properly, then notify the ATS immediately.

m. Board/Panel member binders/files, if applicable, are created by the OPR and the board room is set up prior to the board/panel convening.

n. Calendar invitations, if applicable, are sent to the OPR and appropriate leadership one week prior to the board/panel convening. Additionally, calls or email are sent to the board/panel members reminding them of the upcoming board/panel.

CHAPTER 3

BOARD/PANEL PROCESS

3-1. Process

- a. All concerned arrive at appointed time to the board/panel room.
- b. The Board/Panel president is sworn in.
- c. The Board/Panel president swears in the recorder.
- d. The Board/Panel president swears in Board/Panel members.
- e. The Board/Panel president gives his/her board/panel guidance to board/panel members.
- f. All concerned will receive any and all briefing needed to conduct the board.
- g. A demonstration will be given to the board/panel members on how to use the electronic voting system.
- h. Select Objective will change based on what board/panel is being conducted.
- i. When all administrative functions have been completed, the board/panel convenes. The board recorder and the OPR remain accessible throughout the entire board/panel process.
- j. The Board recorder will monitor board/panel members throughout the board/panel process.
- k. The Board recorder will ensure that all aberrant votes are addressed. NGABS will track all aberrant votes and will inform the board/panel member once all members (5) have voted the record. Aberrant is defined as straying from the norm - Board Voting Variance (BVV) – will be determined by what type of board/panel is being conducted. Example: for the enlisted senior centralized promotions, a BVV of 1 is authorized. This means that the difference between all votes once averaged cannot be greater than 1 by any voting member.
- l. Once the voting is done and all aberrant votes have been addresses and verified by the Board recorder, the board/panel members will do an After Action Report (AAR).
- m. The AAR will be prepared with the board/panel president's signature. Once this is completed, the board/panel is adjourned.

CHAPTER 4

POST-BOARD/PANEL PROCESS

4-1. Process. The board recorder produces a board/panel approval/results packet to the DCSPER/G1/J1 for review and signature. If the DCSPER/G1/J1 or designee is the Approval Authority, the board/panel membership is complete. If the DCSPER/G1/J1 is not the Approval Authority then:

a. An out brief is set up with the next higher authority and the OPR. The OPR brings the board/panel approval/results packet to the briefing for review and signature.

b. Once the next higher authority reviews and signs the approval/results, an out-brief is set up with the Approval Authority for final review and signature. The board president will be available in person if possible, if not via teleconference or VTC for questions from the Approval Authority.

c. Once the approval packet is signed by the final Approval Authority, the results are provide to the OPR, which will treat the results as **close hold** until ready for official release.

d. If the Approval Authority does not approve the board/panel results, the OPR will repeat the pre-board/panel procedures to include the recommendations/changes from the Approval Authority. A new board/panel will convene at an established date and time with new board/panel members.

e. The board/panel results are downloaded from the board's server and secured in the OPR's office for the time indicated in accordance with the Army Records Information Management System.

f. Board recorder collects and disposes all notes not officially recorded in the board results.

g. Process is complete.

APPENDIX A

INFORMATION PAPER BOARDS VS PANELS

INFORMATION PAPER

NGB-ARP-DA
23 October 2006

SUBJECT: NGB Boards versus NGB Panels

1. **Purpose.** To clarify distinction between a National Guard Bureau (NGB) Board and a NGB Panel.

2. **Facts.**

a. Both boards and panels are conducted through the Personnel Division, NGB Boards Section, NGB-ARP-DA. Panels, just like boards, are convened where applicants are voted on independently and without bias. Members vote on applicants independently and without bias on both a panel and a board. Once either a board or a panel is convened, the results are calculated and recorded by NGB Boards Section recorders and verified by the OIC and NCOIC. For both boards and panels, the results are briefed to the leadership and approval authorities. However, the Approval Authority is the only authority that can throw out either board results or panel results and recommend that the board or panel be redone. Additionally, for both boards and panels, they consist of a board president and an odd number of board members. Boards and panels must consist of an odd number of board members, to include the board or panel president. The proponent will determine how many board or panel members are needed.

b. A National Guard Bureau "Board" has a set Order of Merit List (OML) that cannot be deviated from, adjusted or changed. An example of a board is the Title 10 Active Guard Reserve Enlisted Promotion Board.

c. National Guard Bureau "Panels" are strictly management tools which are strong recommendations to the leadership. Panels consist of a board president and an even number of board members. The Order of Merit List is a guide for the proponent of the particular board in question to provide guidance and recommended direction toward school quotas, promotions or whatever the applicants are being reviewed. Generally, most of the "panels" are utilized for the officers, i.e. Career Field Reviews Panels, Senior Service College Panels and Command and General Staff Panel (ILE).

d. Once a board or panel is announced by the proponent and the rules and regulations are established, a board or panel cannot be adjusted. Therefore, once a complete board or panel is conducted, it stands as is. No adjustments can be made after the fact. The purpose of a board or panel is to produce unbiased and clean results. Board or panel results are kept close hold until they are briefed to the leadership and signed off by the Approval Authority. Any alterations or adjustments made after a board has convened are illegal and immoral. Any sort of action or alteration or adjustment after the fact will leave the proponent and Boards Branch open for numerous IG complaints because the integrity of the board or panel has been compromised.

MSG DONNA F. ISOM/607-1411
APPROVED BY: COL MARIANNE WATSON

APPENDIX B

APPROVAL AUTHORITY AND MEMBERSHIP SAMPLE

Approval Authority and Membership for LVV Boards/Panels

<u>APPROVAL AUTHORITY - DARRG</u>	<u>Members</u>	<u>Pres Rank</u>	<u>Member Rank</u>
LTC Career Field Review	5	BG	COL
MAJ Career Field Review	5	BG	COL
Tour Continuation Board	5	BG	COL
Sergeant Major Promotion Board	5	BG	CSM
Officer Command Leadership Panel	5	BG	COL
Title 10 Senior Service College Board	5	UG	COL
National Senior Service College Board	5	MG	COL
Senior Service College Special Branch	5	BG	COL
MacArthur Leadership Award Panel	5	BG	COL
Reckord/Kerwin Award Panel	5	BG	COL
NCO Active Service Management Board	3	BG	CSM
Officer RFFRAD Board	5	MG	BG
Title 10 WOC Selection Panel	5	COL	CW3-CW5
<u>APPROVAL AUTHORITY - DDARRG</u>	<u>Members</u>	<u>Pres Rank</u>	<u>Member Rank</u>
NCO Command Leadership Panel	5	COL	CSM
Title 10 LE Board	5	BG	COL
National ILF Board	5	BG	COL
Master Sergeant Promotion Board	5	COL	CSM/SGM
Sergeant First Class Promotion Board	5	COL	SGM/MSG
Command Sergeant Major Selection Panel	9	BG	COL(JAC), CSM
<u>APPROVAL AUTHORITY - G1</u>	<u>Members</u>	<u>Pres Rank</u>	<u>Member Rank</u>
Physician Assistant Selection Panel	5	COL	LTC/MAJ
Sturgis Award Panel	5	COL	LTC/MAJ/CSM
Van Atreve Award Panel	5	COL	LTC/MAJ/CSM
Itschner Outstanding Engineer Platoon Award	5	COL	LTC/MAJ/CSM
New Jersey Institute of Technology Panel	5	COL	LTC/MAJ
Staff Sergeant Promotion Board	5	COL	SGM/MSG
Sergeant Promotion Board	5	COL	SGM/MSG

RAYMOND W. CARPFF: FR
Major General, GS
Director, Army National Guard

APPENDIX C

Board Announcement Memorandum of Instruction (BAMOI) Example

S: 20 August 2010

NGB-ARH

26 April 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fall 2010 Army National Guard (ARNG) Command Sergeant Major (CSM) Selection Board Announcement (NGB-ARH Policy Memorandum #10-027)

1. Reference: NGR 600-200, Chapter 7, Army National Guard Command Sergeant Major Program, dated 31 July 2009.
2. Purpose: This memorandum provides guidance for the Fall 2010 ARNG CSM Selection Board will convene 20–24 September 2010 at Headquarters, Department of the Army, National Guard Bureau.
3. Applicability: This policy applies to all Soldiers eligible for Sergeants Major (SGM), Master Sergeants (MSG) and First Sergeants (1SG) nominated for appointment to CSM.
4. Policy: State Adjutants General (AG), with their State CSM, will nominate Soldiers using the criteria from Chapter 7, NGR 600-200 and this memorandum. Changes in this memorandum will supersede Chapter 7, NGR 600-200.
 - a. As stated in NGR 600-200, paragraph 7-15c, the ARNG objective is to select noncommissioned officers for original appointment to CSM for service at battalion level in the branch or type unit in which they have extensive background. This is an effort by all components of the Army to increase training and readiness. Since 1 November 1996, an additional objective is selection by this board before the nominee's 51st birthday. However, individuals who exceed this age when selected by State-level CSM selection boards as best qualified may be nominated without waiver or exception. Nominate Soldiers selected by State-level CSM selection boards as best qualified to fill current and future vacancies by the type of unit, such as an Infantry Battalion, or by specific unit, such as 5th Bn, 19th SFG(A). Earliest date of assignment to a CSM position, promotion and appointment, after selection by this board, will be 1 October 2010.
 - b. Soldiers selected and appointed to CSM per NGR 600-200, Enlisted Personnel Management, paragraph 7-23, 31 July 2009 do not require this selection board approval. These Soldiers were appointed to fill a critical CSM position in a federalized unit and can remain a CSM after demobilization. States are reminded that this office requires notification in writing when Soldiers are appointed to CSM upon mobilization.
 - c. To improve training and readiness at battalion level, a CSM will be assigned and utilized only in battalion level positions that are related to their background career management field (CMF). The following flexibility is authorized:
 - (1) If the battalion vacancy and CSM background cannot be a pure match, a CSM with a background that is the same as other units within the battalion can be assigned. For example, an armor background CSM can be assigned as the infantry-heavy Task Force CSM since the battalion consists of infantry and armor companies.
 - (2) CSM positions at RTIs and Army communities (Area Support Groups, Base Support Battalion, etc) may be considered background immaterial.
 - d. Normally, CSMs assigned to general officer commands will have prior CSM experience at lower command levels.

SUBJECT: Fall 2010 Army National Guard (ARNG) Command Sergeant Major (CSM) Selection Board Announcement (NGB-ARH Policy Memorandum #10-027)

e. CSM positions in headquarters commanded by major generals are nominative. The major general will state whether or not there are any special qualifications. Available CSMs will be considered for reassignment before seeking a Soldier not in the CSM program.

f. Serving SGMs selected as best qualified for appointment to CSM by State-level CSM selection boards will be listed only in the selection objective for CSM by branch or type unit.

g. Nominees must meet the prerequisites in paragraph 7-3, NGR 600-200. Nominees must be able to meet the service remaining requirements. The service obligations are two years after completion of the Resident Sergeants Major Course; two years after promotion to SGM; and one year after appointment to CSM, whichever is later. These requirements run concurrently; do not add them.

5. States will submit the names and SSNs of all Soldiers being nominated **NLT 13 August 2010**. Nomination packets must be received no later than **20 August 2010** to National Guard Bureau **via email**. **Complete packets are to be scanned in an Adobe PDF file format and emailed to: NGB-ARH-S@ng.army.mil or NGB-ARH-S2@ngb.army.mil Subject line of emails should be marked as "CSM BOARD NOMINATION PACKET (SOLDIER'S NAME IN PARENTHESIS)." Packets received after 20 August 2010 will be returned without action. Do not send transmittal letters, memoranda or other formal documents. Late submissions will not be accepted. If a State wishes to withdraw a name for consideration, NGB-ARH-S must be notified.**

6. Nominees, Personnel Sergeants, and State Enlisted Personnel Managers should work together to ensure that packets are properly prepared, complete, and that the information on the records is accurate and consistent.

7. State CSMs should review the packets carefully before submission to ensure that they meet all requirements. Enclosure 1 is the checklist entitled Army National Guard Senior NCO Checklist. Incomplete, inaccurate or conflicting information may result in non-selection. Packets, except for DA Form(s) 4187 listed in paragraph 8g below, will be destroyed after the board.

8. The Fall 2010 CSM Board will be an **electronic board**. It is imperative that the nominated Soldiers review their iPERMS record for accuracy prior to submission of their packet at <https://statepermsompf.hoffman.army.mil/rms/login.jsp>. The enclosed checklist identifies documents that will be submitted to NGB. Documents submitted will not be returned to the State or individual.

a. The Official Military Personnel File (OMPF) from iPERMS will be used as the primary means to evaluate the nominee's record. Soldiers are responsible for ensuring all documents, including NCOER's, AER's, and all commendatory documents are located on the OMPF. **The Performance Section will be the iPERMS file for board review.**

b. Complete-the-Record NCOERs (code 4) if authorized by AR 623-3. When used, the through date will no later than 31 August 2010 and present in each nominee's OMPF via iPERMS.

c. Nominating memoranda must be signed by State AGs based on State-level centralized CSM selection boards. **State Adjutants General and State CSMs must clearly state in their nominating memoranda the Soldier's qualities, qualifications and circumstances. The State CSMs will submit a nominating memorandum describing the reason for selection to CSM. If applicable, the memorandum must include an explanation on why the Soldier is being selected outside of their career management field.** Other input from the chain of command (by commanders in the Soldier's chain authorized in the grade of LTC or higher) and the NCO support channel (by CSMs in the Soldier's channel) is optional. Nominees may write to the president of the board in a memorandum prepared on unit letterhead, in the format prescribed in AR 25-50 only to call attention to information not already entered in official

SUBJECT: Fall 2010 Army National Guard (ARNG) Command Sergeant Major (CSM) Selection Board Announcement (NGB-ARH Policy Memorandum #10-027)

records. Correspondence with the board by anyone other than those listed above is prohibited and will not be presented to the board.

d. Do not use "certified true copy" on any of the board records. Enter one of the following statements in the Personnel Qualification Record - Part I (DA Form 2-1), item 35, or on the back side of the ERB:

I have reviewed the information herein and it is correct and complete.

SIGNATURE_____(of the Soldier)_____DATE_____

PSB/MPD/PSC POC_____(typed or printed)_____TELEPHONE _____

If, after proper notification, the Soldier cannot or does not sign the DA Form 2-1 or ERB, the Personnel Officer or NCO will complete the verification by entering the following statement on DA Form 2-1, item 35, or the back side of ERB:

NCO was unavailable for signature and review.

SIGNATURE_____(of the Personnel Officer or NCO) DATE_____

PSB/MPD/PSC POC_____(typed or printed)_____TELEPHONE _____

e. The requirement to submit current physical examination documents to this board is rescinded. However, Soldiers must have on file a physical examination or annual Periodic Health Assessment (PHA). All Soldiers with one or more physical profile serials of 3 or 4 for limiting physical condition(s) are required to complete a MOS Medical Retention Board (MMRB). If applicable, the MMRB must be dated on or before 20 September 2010. A DA Form 3349 will be completed IAW AR 40-501, Chapter 7, and the form must show the Soldier is capable of performing their duties without significant restriction (table 7-2, profile codes C through Y).

f. Leadership or compatibility waivers for Soldiers who are Active Guard Reserve (AGR) or Military Technician will be effective **1 October 2010** or later, depending upon the actual or anticipated date of assignment, per paragraph 4a above, after selection by this board. The nominating memorandum will explain the need for compatibility waivers; however the actual waiver is not required to be included in the packet.

g. MSGs and 1SGs who are not graduates of and who have not yet been selected to attend or enrolled in the U.S. Army Sergeants Major Course (USASMC) will submit the original copy of the DA Form 4187 with its enclosed Statements of Agreement to NGB-ART, and NGB-ART will provide confirmation of enrollment in USASMC. This is in conjunction with NGB-ARH policy memo 06-024, subject: United States Army Sergeants Major Academy Policy (USASMA), dated 29 March 2006.

h. Documents not authorized by NGR 600-200, paragraph 7-6, as modified by this memorandum, will be removed from the packet and destroyed. They will not be submitted to the board nor will they be returned.

9. All Soldiers will have an official DA Photograph taken within the past 24 months. Photographs will be taken IAW AR 640-30 to ensure they are uploaded into iPERMS through the Department of the Army Photograph Management Information System (DAPMIS). When preparing the menu board Soldiers will put their primary MOS on the board such as 13Z or 18Z as recorded on DA Form 2-1 or ERB, not MOS 00Z5(x). The official photograph will show only permanent awards and decorations as prescribed by AR 640-30 and authorized by AR 670-1, chapters 27 and 28:

a. AR 640-30 precludes the wear of infantry cords and discs, airborne flashes, temporary unit awards, basic and senior recruiter badges, combat leader identification (green tabs), etc., on the official photo.

SUBJECT: Fall 2010 Army National Guard (ARNG) Command Sergeant Major (CSM) Selection Board Announcement (NGB-ARH Policy Memorandum #10-027)

State awards and decorations that are properly documented are authorized for wear in official DA photographs by Title 32 noncommissioned officers only.

b. Exceptions to permanent awards and decorations are the regimental distinctive insignia which will be worn over the right pocket, the current unit shoulder sleeve insignia on the left shoulder, and distinctive unit insignia worn on the shoulder loops.

c. Soldiers who have deployed in support of Contingency Operations will use the last official photograph taken. If a photograph is not on file, and can not be taken due to lack of resources in the deployed theater, a memorandum must be sent to the president of the board explaining the reason a photograph is not available.

d. Every Soldier will also wear marksmanship badges per AR 600-8-22 and AR 670-1 to denote their latest level of weapons qualification regardless of the date on which they qualified, unless they have subsequently failed or refused to qualify again with the same weapon.

10. Instructions to the board will emphasize accurate height, weight, body composition and physical condition. The president of the board may request that the first general officer in the chain of command or the State CSM verify questionable data. Failure to verify questionable data will cause non-selection by this board.

11. Individuals selected for appointment to CSM by this board remain eligible until assigned or removed from the list upon separation from the Army National Guard, for disqualification, or for cause. The subsequent board is scheduled for spring 2011.

12. Points of contact are:

a. Enlisted personnel policy matters, LTC Charles G. Stephenson, NGB-ARH, at DSN 329-2686, 703-601-2686 or email charles.stephenson1@us.army.mil.

b. Enlisted personnel policy matters, MSG Matthew W. Reeder, NGB-ARH, at DSN 327-5849, 703-607-5849 or email matthew.w.reeder@us.army.mil.

c. Enlisted personnel policy matters, SFC Angella Garner, NGB-ARH, at DSN 327-3871, 703-607-0576, email angella.garner@us.army.mil.

d. Full-time support policy matters, Ms. Alycia Robinson, NGB-ARH, at DSN 327-5808, 703-607-5808, or email alycia.robinson@us.army.mil.

e. The U.S. Army Sergeants Major Course, SFC Michael T. Prusinowski, NGB-ART-I, at DSN 327-7333, 703-607-7333 or email michael.prusinowski@us.army.mil.

f. Title-10 Enlisted personnel matters, SGM Regina Willingham, NGB-ARZ-HCM, DSN 329-7539, 703-601-7539 or email regina.willingham@us.army.mil.

SUBJECT: Fall 2010 Army National Guard (ARNG) Command Sergeant Major (CSM) Selection Board
Announcement (NGB-ARH Policy Memorandum #10-027)

Encl
as

DENNIS P. CHAPMAN
COL, GS
Chief, Personnel Policy
and Readiness Division

DISTRIBUTION:
Each Adjutant General
Each MILPO
Each State Command Sergeant Major
Each Enlisted Personnel Manager
NGB-ARZ-HCM, Title-10

ARMY NATIONAL GUARD SENIOR NCO CHECKLIST

iPERMS review..... Date _____
(Internet Explorer Address: <https://statepermsompf.hoffman.army.mil/rms/login.jsp>)
Bio Sketch (NGR 600-200, Figure G-3).....
Nominating memorandum.....
This checklist.....
DA Form 2-1or ERB(single pages, certified)(No "true copies" accepted).....
SIDPERS Data Sheet (8 1/2"x11" copy).....
Last Three Years of DA Forms 705 (include DA Form 3349 if applicable).....
DA Forms 5500/5501 if exceeds Screening Table Weight (within 6 months).....
Nominee's Letter to the President of the Board (If applicable).....
Verification of USASMA application to NGB-ART for Soldiers not enrolled
...(Not for DA Board Review).....
For NCOs currently enrolled: Class number and Module Completed.....# Mod _____

Instructions: Nominees will initial on each line to indicate documents are included with this checklist. All documents are mandatory with the exception of the DA Form 5500/5501 and Letter to the President of the Board.

Nominee signature and date

Personnel Sergeant Signature and date

Enclosure-1

APPENDIX D

Board Member Memorandum of Instruction (BMMOI) **EXAMPLE**

MEMORANDUM FOR President and Members, Title 10 ARNG Overall Career Field
Career Field Review Advisory Panel for FY-07

SUBJECT: Memorandum for Instruction (MOI) – Overall Career Field Review

1. Authority: I am appointing this advisory panel to review majors and lieutenant colonels serving in the ARNG AGR Title 10 program with a date of rank (DOR) that falls within the zone of consideration. You will evaluate each officer's file to measure their performance and potential among their peers. This overall assessment will be used as a management tool for the purposes of assignments to priority positions and, if applicable, subsequent recommendations to Adjutants General for promotion of officers under the promotion guidelines of NGR 600-100.

2. Membership:

a. Charter. You have been selected to serve on this panel because I have confidence in your ability to recognize officers who will make the greatest contribution to the Army National Guard. Henceforth, you are charged with evaluating the overall potential and performance of the considered officers. Bear in mind the serious nature of panel duty and your obligation to ensure these proceedings remain above reproach. The oath you will take obliges you to ensure that all eligible officers are considered without prejudice or partiality. You will adhere to the oath, governing laws, directives, regulations, and instructions regarding panel procedures. Your failure to do so may be cause to remove you from this panel.

b. The Panel President will set the tone of the proceedings by amplifying the importance of the mission and by ensuring that consistent internal procedures are established to accomplish the mission IAW this MOI and applicable directives. The Panel President is a voting member and will advise me of any shortfalls in meeting Army National Guard requirements and will also recommend appropriate courses of action as necessary.

3. Equal Opportunity:

a. The success of today's Army comes from total commitment to the ideals of freedom, fairness, and human dignity upon which our country was founded. People remain the cornerstone of readiness. To this end, equal opportunity for all soldiers is the only acceptable standard for the Army National Guard. This principle applies to every aspect of career development and utilization in the Army National Guard, but is especially important to demonstrate in the selection process. To the extent that each panel demonstrates that race, ethnic background, and gender are not impediments to selections for school, command, and promotion, our Soldiers will have a clear

perception of equal opportunity in the selection process. The diverse backgrounds, ideas, and insights offered by Soldiers and citizens of all races and of both sexes are a great source of strength for our Nation and our Army. We can best ensure that this source of strength endures by your strict avoidance of the consideration of any factors other than merit and ability as specified elsewhere in this MOI in the selection of Soldiers for promotion and other favorable personnel actions.

. You must be alert to the possibility of past personal or institutional discrimination whether intention or inadvertent in the assignment patterns, evaluations, or professional development of all officers. Such discrimination may be unintentional, not motivated by malice, bigotry, or prejudice, and may have been the result of past service utilization practices. Indicator of discrimination may include disproportionately lower evaluation reports, assignments of lesser importance or responsibility, lack of opportunity to attend career-building military schools, gratuitous mention of race, ethnicity, or gender, or mention of an officer's organizational or institutional affiliations unrelated to duty performance and potential. Take these factors into consideration when assessing the degree to which an officer's record, as a whole, is an accurate reflection of that officer's performance and potential. The foregoing guidance shall not be interpreted as requiring or authorizing you to extend any preference of any sort of any officer or group of officers solely on the basis of race, ethnicity, or gender.

4. Thank you for your service as a member of this panel. Your decisions will have a lasting effect on the Army National Guard. Our Soldiers and Army National Guard civilians deserve leaders who are competent in their duties and who treat them with dignity, respect, and fairness at all times. This ethic is essential to a cohesive and disciplined Army. Just as you have been charged to make your designations without prejudice or partiality; so also must you select officer who adhere to these principles if we are to sustain an Army that will win the Global War on Terrorism. I have great confidence in your ability to carry out this important responsibility.

2 Encls

1. Administrative Instructions
2. Evaluation Guidance

CLYDE A. VAUGHN
Lieutenant General, GS
Director, Army National Guard

APPENDIX E

NGB Staff Summary Sheet

EXAMPLE

NGB Staff Summary Sheet						
To	Action	Signature (Surname), Grade, Date	To	Action	Signature (Surname), Grade, Date	
NGB-G1	Approve					
COL Guzzetta	Review					
NGB-ARP Div Chief	Review					
COL Watson	Review					
ARP-DA Br Chief, utt	Review					
NGB Boards OIC	Review					
CW4 Loy						
Grade and Surname of Action Officer		Symbol		Phone		Date Initiated:
SFC Tina M. Dove		NGB-ARP-DA, NGB BOARDS		703-607-1416		18 April 2007
Subject					Convene Date:	
FY07 New Jersey Institute of Technology Selection Panel					24 May 2007	
Summary						
<p>1. Purpose: To obtain (G-1) Approval for the membership of the May 2007 New Jersey Institute of Technology Selection Panel.</p> <p>2. Background: The National Guard Bureau is required to conduct a 2007 New Jersey Institute of Technology Selection Panel.</p> <p>3. Discussion: On May 24, 2007 a New Jersey Institute of Technology Selection Panel will convened in JP1, Arlington, VA to evaluate applicants to attend the Graduate Degree program in Technology Management.</p> <p>Enclosed in this packet is:</p> <p>TAB 1: Decision Paper</p> <p>TAB 2: MOI/ FY07 Announcement</p> <p>TAB 3: Biographical Sketch</p> <p>4. Recommendations: To obtain selection and approval of panel members from the G-1.</p>						

APPENDIX F

INFORMATION PAPER APPOINTMENT ORDER

INFORMATION PAPER/APPOINTMENT ORDER

NGB-ARP-DA

11 January 2005

SUBJECT: Request for membership selection for the Title 10 Master Sergeant Promotion Board

Purpose: Request for review and selection of applicants to serve as board members for the Title 10 Master Sergeant Promotion Board.

Facts:

a. Panel membership should contain one Colonel as the president and four Sergeants Majors as voting members, and one non-voting member to serve as a Board recorder. In order to attain a balanced membership, the following selection criteria have been applied.

1. One female and one minority.

2. When membership will allow regional selection should be utilized i.e. Northeast / South / Central US / Mid West / West Coast, AK, HI and territories.

b. The following individuals have been screened for date of rank and education requirements and are suggested as the possible working group for membership:

President

a. COL Snuffy, Joe., M/C, QM, Director, J1, Personnel Officer, HRO, Joint Forces HQ, GUARNG, M-Day

b. COL Doe, Mary M., M/C, TC, Garrison Commander, HQ STARC, AZARNG, M-Day

(select one)

Female

a. SGM Elliott, Missy., AA/F, 42A, S1 Sergeant Major, MAARNG,

Minority

a. SGM Blige, Mary J., AA/F, 42A, Operations Sergeant Major, TXARNG, T-32

Non-Minority

a. SGM Uncle Sam K., C/M, 00Z, State Sergeant Major, HIARNG, T-32

b. G. I. Jane., C/M, 13B, Olympics Sergeant Major, UTARNG, T-32

MASTER SERGEANT DONNA F. ISOM 607-1411
APPROVED BY: COLONEL MARIANNE WATSON

APPENDIX G

Board/Panel president, Board/Panel members and Recorder's Oath

EXAMPLE

Board/Panel president and Board/Panel members Oath

For voting members

“I (state your name), do solemnly swear (or affirm), that I will without prejudice or partiality, and having in view both the special fitness of soldiers and the efficiency of The Army National Guard of the United States, perform the duties imposed upon me.

Further, I will not divulge the proceedings or results thereof pertaining to the recommendation or non-recommendation of individual soldiers.

I understand that divulging such information, by any panel member, may result in all proceedings being considered null and void, requiring a new review by a different panel.”

(Signature)

(Print)

Oath Updated 07 November 2000

RECORDER OATH

Non-voting member

**“I (state your name), do solemnly swear (or affirm),
that I will keep a true record, of the proceedings of
this board/panel, and further, that I will not divulge the
proceedings or results thereof, pertaining to the
recommendation or non-recommendation of
individual soldiers, except to proper authority.”**

(Signature)

(Print)

APPENDIX H

Results/After Action Report (AAR) Example



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
1411 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3231

NGB-ARP-DA

15 March 2002

MEMORANDUM FOR Deputy Director, Army National Guard, 111 South George Mason Drive,
Arlington, Virginia 22202

SUBJECT: After Action Report for acceptance of FY 02 Senior Service College packets

1. On 15 February 2002, the FY 02 Legion of Merit Selection Panel convened in Jefferson Plaza One, Room P100, Arlington, Virginia. The Panel consisted of the following members:

a. BG Joe Sturgis	President/Voting Panel Member
b. COL Brain Hooah	Voting Panel Member
c. COL Mario Lopez	Voting Panel Member
d. COL Flog Desker	Voting Panel Member
e. COL Sam Uncle	Voting Panel Member
f. SSG Kelly Price	Panel Recorder/Nonvoting Member

2. Extremely highly qualified field of officers. The T-10 program can be proud of the quality and professionalism of its force.

a. Great support from the staff, great briefings from the support staff, excellent pre-board/panel support from staff; documents were organized and available and the system is easy to use

b. It is highly recommended to include copy of profiles. There were many letters to the president claiming that they included an attachment, however the attachment was not available.

c. There were too many packages that have multiple functional areas that were clearly not qualified. Recommend a sheet that describes the functional area and the requirements for qualification.

3. Point of contact for this action is SSG Kelly W. Price at 703-555-2553.

3 Encls

JOE Q. STURGIS, SR.
MG, ARNGUS
PRESIDENT

APPENDIX I

ORDER OF MERIT LIST (OML) EXAMPLE

FOR OFFICIAL USE ONLY

ENLISTED SELECTION BOARDS PROMOTION LIST

<u>SEQUENCE NUMBER</u>	<u>NAME</u>	<u>SSN</u>	<u>BOARD SCORE</u>	<u>4100 SCORE</u>	<u>SEX</u>	<u>TOTAL</u>
1	JOE JACKSON	XXX-XX-XXXX	348	526	M	874
2	JAMIE SMITH	XXX-XX-XXXX	332	539	F	871
3	MISSY ELLIOTT	XXX-XX-XXXX	360	506	F	866
4	JOE COOL	XXX-XX-XXXX	343	523	M	866
5	JANE DOE	XXX-XX-XXXX	361	500	F	861
6	G.I. JANE	XXX-XX-XXXX	339	520	F	859
7	STEVE HARVEY	XXX-XX-XXXX	341	516	M	857
8	JOE RANGER	XXX-XX-XXXX	335	513	M	848
9	JOE SNUFFY	XXX-XX-XXXX	325	512	M	837
10	UNCLE SAM	XXX-XX-XXXX	328	504	M	832

TOTAL APPLICANTS: 10	AVERAGE:	341.2	515.9	857.1
	MAXIMUM:	360.0	539.0	874.0
	MINIMUM:	328.0	504.0	832.0

FOR OFFICIAL USE ONLY

APPENDIX J

MINORITY REPORT EXAMPLE

MINORITY REPORT

BOARD MEMBERS

Panel Minority Rep: 1
Panel Female Rep: 2
Total Panel Members: 6

APPLICANTS REVIEWED 11

Applicants by Race and sex:				<u>Percentage</u>		
Male Caucasians:	9	Female Caucasians:	0	Total Caucasians:	9	81.82%
Male Blacks:	0	Female Blacks:	0	Total Blacks:	0	0.00%
Male Hispanic:	1	Female Hispanic:	0	Total Hispanic:	1	9.09%
Male Other:	1	Female Other:	0	Total Other:	1	9.09%
Total Males:	11	Total Females:	0	Total	11	

APPENDIX K

MINORITY COMPARISON REPORT EXAMPLE

MINORITY COMPARISON REPORT

(2004)

BOARD MEMBERS

Panel Minority Rep: 1
Panel Female Rep: 2
Total Panel Members: 6

APPLICANTS REVIEWED 11

Applicants by Race and sex:				Percentage
Male Caucasians: 9	Female Caucasians: 0	Total Caucasians: 9		81.82%
Male Blacks: 0	Female Blacks: 0	Total Blacks: 0		0.00%
Male Hispanic: 1	Female Hispanic: 0	Total Hispanic: 1		9.09%
Male Other: 1	Female Other: 0	Total Other: 1		9.09%
Total Males: 11	Total Females: 0	Total	11	

(2005)

BOARD MEMBERS

Panel Minority Rep: 2
Panel Female Rep: 1
Total Panel Members: 4

APPLICANTS REVIEWED 4

Applicants by Race and sex:				Percentage
Male Caucasians: 3	Female Caucasians: 0	Total Caucasians: 3		75.00%
Male Blacks: 0	Female Blacks: 1	Total Blacks: 1		25.00%
Male Hispanic: 0	Female Hispanic: 0	Total Hispanic: 0		0.00%
Male Other: 0	Female Other: 0	Total Other: 0		0.00%
Total Males: 3	Total Females: 1	Total	4	

APPENDIX L

MINORITY REPORT (EXCEL SPREAD SHEET) EXAMPLE

MINORITY REPORT (EXCEL SPREAD SHEET)

PANEL MEMBERS

Panel Minority Rep: 2
Panel Female Rep: 1
Total Panel Members: 5

APPLICANTS REVIEWED: 32

	Male	Female	Total	Percentage
Caucasians:	9	4	13	40.63%
Blacks:	9	8	17	53.13%
Hispanic:	2	0	2	6.25%
Other:	0	0	0	0.00%
Total:	20	12	32	100.00%

Top Third

	Male	Female	Total	% of Group	Overall %
Caucasians:	2	0	2	18.18%	6%
Blacks:	5	3	8	72.73%	25%
Hispanic:	1	0	1	9.09%	3%
Other:	0	0	0	0.00%	0%
Total:	8	3	11	100%	34%

Middle Third

	Male	Female	Total	% of Group	Overall %
Caucasians:	3	3	6	54.55%	19%
Blacks:	2	3	5	45.45%	16%
Hispanic:	0	0	0	0.00%	0%
Other:	0	0	0	0.00%	0%
Total:	5	6	11	100%	34%

Bottom Third

	Male	Female	Total	% of Group	Overall %
Caucasians:	4	1	5	50.00%	16%
Blacks:	2	2	4	40.00%	13%
Hispanic:	1	0	1	10.00%	3%
Other:	0	0	0	0.00%	0%
Total:	7	3	10	100%	31%

APPENDIX M

ACRONYMS

ACRONYMS

AC	Active Component
AAR	After Action Report
ABCMR	Army Board for Correction of Military Records
AD	Active Duty
ADP	Automated Data Processing
ADSO/ASO	Active Duty Service Obligation/Active Service Obligation
AER	Academic Evaluation Report
AFCS	Active Federal Commissioned Service
AFS	Active Federal Service
AGR	Active Guard Reserve
AHRC	Army Human Resources Command
AMC	U.S. Army Material Command
AMEDD	Army Medical Department
AN	Army Nurse Corps
ANCOC	Advanced NCO Course
AR	Army Regulation
ARIMS	Army Records Information Management Systems
ARNG	Army National Guard
ARNGUS	Army National Guard of the United States
ASA(M&RA)	Assistant Secretary of the Army (Manpower & Reserve Affairs)
ASI	Additional Skill Identifier
ATAG	Assistant Adjutant General
AWC	Army War College
AWCDEP	Army War College Distance Education Program
BAMOI	Board Announcement Memorandum of Instruction
BASD	Basic Active Service Date
BMMOI	Board Member Memorandum of Instruction
BNCOC	Basic NCO Course
BOLC	Basic Officer Leadership Course
BRB	Biographical Record Brief
CAS3	Combined Arms and Service Staff School
CCC	Captains Career Course
CCWO	Chief Command Warrant Officer
CF	Career Field
CFD	Career Field Designation
CFR	Career Field Review
CG	Commanding General
CGSC	Command and Staff College
CH	Chaplain
CofS	Chief of Staff
CY	Calendar Year
DA	Department of the Army
DAPMIS	Department of the Army's Photo Management Information System
DARNG	Director, Army National Guard
DDARNG	Deputy Director, Army National Guard
DCSPER	Deputy Chief of Staff Personnel
DC	Dental Corps
DL	Distance Learning
DOD	Department of Defense
DODI	Department of Defense Instruction
DSC	Distinguished Service Cross
EEO	Equal Employment Opportunity
EPS	Enlisted Promotion System

ERB	Enlisted Record Brief
ESRB	Enlisted Special Review Board
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FY	Fiscal Year
GOMO	General Officer Management Office
GORB	General Officer Review Board
HQDA	Headquarters, Department of the Army
HRC-A	U.S. Army Human Resources Command- Alexandria
HRC-STL	U.S. Army Human Resources Command – St. Louis
IAW	In Accordance With
ILE	Intermediate Level Education
iPERMS	Interactive Personnel Electronic Records Management System
IRR	Individual Ready Reserve
JAGC	Judge Advocate General Corp
MACOM	Major Army Command
MC	Medical Corps
MEL	Military Educational Level
MEL 1	Military Educational Level (SSC/WOSSC graduate)
MEL 2	Military Educational Level (SSC selected Soldier)
MEL 3	Military Educational Level (Correspondence Studies Course 1st year)
MEL 4	Military Educational Level (CSC/WOSC graduate)
MEL 5	Military Educational Level (CSC selected Soldier)
MEL L	Military Educational Level (CAS3 enrollee)
MEL N	Military Educational Level (CAS3 graduate)
MEL 6	Military Educational Level (OAC/WOAC graduate)
MEL 7	WOBC graduate
MFR	Memorandum For Record
MOH	Medal of Honor
MOI	Memorandum of Instruction
MOS	Military Occupational Specialty
MRD	Mandatory Retirement/Removal Date (for AC/RC)
MS	Medical Service Corps
NCO	Noncommissioned Officer
NCOER	Noncommissioned Officer Evaluation Report
NCOES	Non Commissioned Officer Education System
NGABS	National Guard Automated Boards System
NGB	National Guard Bureau
NGUS	National Guard of the U.S
OAC	Officer Advanced Course
OCONUS	Outside Continental United States
OCS	Officer Candidate School
OER	Officer Evaluation Report
OML	Order of Merit List
OMPF	Official Military Personnel File
OPR	Office of Primary Responsibility
ORB	Officer Record Brief
PAM	Pamphlet
PCS	Permanent Change of Station
PH	Purple Heart
POC	Point of Contact
PQR	Personnel Qualification Record-Part II (DA Form 2-1)
R-File	Restricted File
RA	Regular Army
RC	Reserve Component

RFO	Request for Orders
ROTC	Reserve Officers' Training Corps
SOP	Standard Operating Procedure
SP	Army Medical Specialist Corps
SSC	Senior Service College
SSS	NGB Staff Summary Sheet
STAB	Standby Advisory Board
SWOT	Senior Warrant Officer Training
TIMIG	Time in Grade
TIS	Time in Service
TJAG	The Judge Advocate General
TOS	Term of Service
TAPDB	Total Army Personnel Database
TRADOC	U.S. Army Training and Doctrine Command
UCMJ	Uniform Code of Military Justice
USAR	U.S. Army Reserve
USASMA	United States Army Sergeants Major Academy
USC	United States Code
USMA	United States Military Academy
VC	Veterinary Corps
VTC	Video Telecommunications Conference
WLC	Warrior Leader Course
WOAC	Warrant Officer Advanced Course
WOBC	Warrant Officer Basic Course
WOC	Warrant Officer Candidate
WOCS	Warrant Officer Candidate School
WOSC	Warrant Officer Staff Course
WOSSC	Warrant Officer Senior Staff Course
YOS	Years of Service

APPENDIX N

REFERENCES

REFERENCES

AR 10-5	HQDA, Organization and Functions
AR 135-18	The Active Guard Reserve (AGR) Program
AR 135-155	Reserve Component: Promotion of Commissioned Officers and Warrant Officers Other than General Officers
AR 135-175	Separation of Officers
AR 135-205	Enlisted Personnel Management
AR 25-400-2	The Army Record Information Management System
AR 350-1	Army Training and Education
AR 350-100	Officer Active Duty Service Obligations
AR 600-8-2	Suspension of Favorable Personnel Actions (Flags)
AR 600-8-19	Enlisted Promotions and Reductions
AR 600-8-104	Military Personnel Information Management/Records
AR 600-89	General Douglas MacArthur Leadership Award Program
AR 600-9	The Army Weight Control Program
AR 600-20	Army Command Policy
AR 600-23	Nondiscrimination in Federally Assisted Programs
AR 600-37	Unfavorable Information
AR 601-20	The Interservice Physician Assistant Training Program
AR 611-1	Military Occupational Classification Structure Development and Implementation
AR 623-3	Evaluation Reporting System
AR 635-40	Physical Evaluation for Retention, Retirement, and Separation
DA Pam 600-3	Commissioned Officer Professional Development and Career Management
NGR 600-100	Commissioned Officers, Federal Recognition and Related Personnel Actions
NGR 600-101	Warrant Officer, Federal Recognition and Related Personnel Actions
NGR 600-200	Army National Guard Enlisted Personnel Management
NGR 600-5	The Active Guard/Reserve (AGR) Program Title 32, Full-Time National Guard Duty
NGR 635-102	Officer and Warrant Officer Selective Retention

Title 10 USC:

CH 33A Sec 573	Convening of Selection Boards
CH 33A Sec 576	Information to be Furnished to Selection Boards; Selection Procedures
CH 36 Sec 611	Convening of Selection Boards
CH 36 Sec 612	Composition of Selection Boards
CH 36 Sec 614	Notice of Convening of Selection Boards
CH 36 Sec 615	Information Furnished to Selection Boards
CH 36 Sec 616	Recommendations for Promotion by Selection Boards
CH 36 Sec 617	Reports of Selection Boards
CH 36 Sec 618	Action on Reports of Selection Boards
CH 36 Sec 622	Numbers to be Recommended for Promotion
CH 36 Sec 623	Establishment of Promotion Zones
CH 36 Sec 624	Promotions: How Made
CH 36 Sec 628	Special Selection Boards
CH 79 Sec 1558	Review of Actions of Selection Boards: Correction of Military Records by Special Boards: Judicial Review
CH 87 Sec 1705	Directors of Acquisition Career Management in the Military Departments
CH 87 Sec 1734	Career Development
CH 303 Sec 3017	Secretary of the Army; Successors to Duties
CH 307	The Army

CH 307 Sec 3064	Special Branches
CH 367	Retirement for Length of Service
CH 367 SEC 3911	Twenty Years or More: Regular or Reserve Commissioned Officer
CH 571	Voluntary Retirement
CH 867 SEC 6323	Officers: 20 Years
CH 36 SEC 8911	Officers: Twenty Years or More: Regular or Reserve Commissioned Officers
CH 1209 SEC 12313	Reserves: Release from Active Duty
CH 1219 SEC 12343	Boards for Appointment, Promotion and Certain other Purposes: Composition
CH 1403 SEC 14101	Convening of Selection Boards
CH 1403 SEC 14102	Selection Boards: Appointment and Composition
CH 1403 SEC 14105	Oath of Members
CH 1403 SEC 14107	Information Furnished by the Secretary Concerned to Promotion Boards
CH 1403 SEC 14108	Recommendations by Promotion Boards
CH 1403 SEC 14109	Reports of Promotion Boards: In General
CH 1403 SEC 14110	Reports of Promotion Boards: Review by the Secretary
CH 1405 SEC 14302	Promotion Zones
CH 1405 SEC 14303	Eligibility for Consideration for Promotion: Minimum Years of Service in Grade
CH 1405 SEC 14304	Eligibility for Consideration for Promotion: Maximum Years of Service in Grade
CH 1405 SEC 14310	Removal of Officers from a List of Officers Recommended for Promotion
CH 1407 SEC 14502	Special Selection Boards: Correction of Errors
CH 1409 SEC 14701	Selection of Officers for Continuation on the Reserve Active- Status List

APPENDIX O

BOARD/PANEL COMPOSITION

BOARD/PANEL COMPOSITION

a - Enlisted Promotion Board (E5-E6)

b - Enlisted Promotion Board (E7-E9)

c - Qualitative Retention Board

d - Leadership Board (1SG)

e - Leadership Board (CSM)

f - Officer/Warrant Officer Federal Recognition Board

a – Enlisted Promotion Board (E5-E6)

ENLISTED PROMOTION BOARD MEMBERSHIP COMPOSITION E5-E6	
BOARD PRESIDENT	A Command Sergeant Major if no CSM is available a SGM may preside
BOARD MEMBERS	Five members senior in grade to Soldiers being considered
RECORDER	Non-voting recorder or other administrative support may serve each board from the supporting S-1, J-1 personnel office or other AG Corps Soldiers
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITON	<p>Promotion boards will generally be comprised of enlisted Soldiers.</p> <p>Every effort will be made to ensure all Boards are comprised of members that reflect the demographics of the Soldiers being considered.</p> <p>A board member does not have to be from the command that convenes the board nor does a board member have to be from the command that the considered Soldiers come from.</p> <p>A person being considered by the board will not serve as a member of the board or as a recorder.</p>
MINORITY	Whenever possible, one of the boards voting members must be a minority if minorities are being considered.
FEMALE	Whenever possible, one of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulation for the enlisted promotions is AR 600-8-19 chapter 7.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

b – Enlisted Promotion Board (E7-E9)

ENLISTED PROMOTION BOARD MEMBERSHIP COMPOSITION E7-E9	
BOARD PRESIDENT	A Command Sergeant Major if no CSM is available a SGM may preside
BOARD MEMBERS	Five members senior in grade to Soldiers being considered
RECORDER	Non-voting recorder or other administrative support may serve each board from the supporting S-1, J-1 personnel office or other AG Corps Soldiers
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITON	<p>Promotion boards will generally be comprised of enlisted Soldiers.</p> <p>Every effort will be made to ensure all Boards are comprised of members that reflect the demographics of the Soldiers being considered.</p> <p>SGMs, 1SGs & MSGs eligible for CSM consideration will consist of CSMs on the board.</p> <p>1SG boards of the MSG promotion board will include only 1SGs and Soldiers in higher grades of rank.</p> <p>A board member does not have to be from the command that convenes the board nor does a board member have to be from the command that the considered Soldiers come from.</p> <p>A person being considered by the board will not serve as a member of the board or as a recorder.</p>
MINORITY	Whenever possible, one of the boards voting members must be a minority if minorities are being considered.
FEMALE	Whenever possible, one of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulation for the enlisted promotions is AR 600-8-19 chapter 7.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

c – Qualitative Retention Board

QUALITATIVE RETENTION BOARD MEMBERSHIP REQUIREMENTS	
BOARD PRESIDENT	One officer in the grade of Colonel (or Lieutenant Colonel if a colonel is not available)
BOARD MEMBERS	2 Field Grade Officers (MAJ and above) 3 Command Sergeants Major
RECORDER	Commissioned Officer, Warrant Officer or NCO (SGT and above) may serve (more than one may be required)
TOTAL MEMBERSHIP	7 +
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITON	<p>A board member does not have to be from the command that convenes the board nor does a board member have to be from the command that the considered Soldiers come from.</p> <p>A person being considered by the board will not serve as a member of the board or as a recorder.</p>
MINORITY	One of the boards voting members must be a minority if minorities are being considered.
FEMALE	One of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulation is AR 135-205.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

d – Leadership Board (1SG)

1SG LEADERSHIP BOARD MEMBERSHIP COMPOSITION	
BOARD PRESIDENT	A Command Sergeant Major if no CSM is available a SGM may preside
BOARD MEMBERS	Three to five members senior in grade to Soldiers being considered
RECORDER	Non-voting recorder or other administrative support may serve each board from the supporting S-1, J-1 personnel office or other AG Corps Soldiers
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITON	<p>Enlisted leadership boards will generally be comprised of enlisted Soldiers.</p> <p>Every effort will be made to ensure all Boards are composed of members that reflect the demographics of the Soldiers being considered.</p> <p>1SG boards of the MSG promotion board will include only 1SGs and Soldiers in higher grades of rank.</p> <p>A board member does not have to be from the command that convenes the board nor does a board member have to be from the command that the considered Soldiers come from.</p> <p>A person being considered by the board will not serve as a member of the board or as a recorder.</p>
MINORITY	Whenever possible, one of the boards voting members must be a minority if minorities are being considered.
FEMALE	Whenever possible, one of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulation for the Enlisted Promotions is AR 600-8-19 chapter 7.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

SGMs, 1SGs & MSGs eligible for consideration for CSM will consist of CSMs on the board.

e – Leadership Board (CSM)

CSM LEADERSHIP BOARD MEMBERSHIP COMPOSITION	
BOARD PRESIDENT	A Command Sergeant Major
BOARD MEMBERS	Three to five members senior in grade to Soldiers being considered
RECORDER	Non-voting recorder or other administrative support may serve each board from the supporting S-1, J-1 personnel office or other AG Corps Soldiers
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITON	<p>Enlisted leadership boards will generally be comprised of enlisted Soldiers.</p> <p>Every effort will be made to ensure all Boards are comprised of members that reflect the demographics of the Soldiers being considered.</p> <p>SGMs, 1SGs & MSGs eligible for consideration for CSM will consist of CSMs on the board</p> <p>A board member does not have to be from the command that convenes the board nor does a board member have to be from the command that the considered Soldiers come from.</p> <p>A person being considered by the board will not serve as a member of the board or as a recorder.</p>
MINORITY	Whenever possible, one of the boards voting members must be a minority if minorities are being considered.
FEMALE	Whenever possible, one of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulation for the Enlisted Promotions is AR 600-8-19 chapter 7 and NGR 600-200 chapter 7.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

SGMs, 1SGs & MSGs eligible for consideration for CSM will consist of CSMs on the board.

f – Officer/Warrant Officer Federal Recognition Board

OFFICER/WARRANT OFFICER FEDERAL RECOGNITION BOARD REQUIREMENTS	
BOARD PRESIDENT	The senior officer on the FRB will serve as the President
BOARD MEMBERS	3 Commissioned Officers at least one grade Senior to the applicant to be examined for promotion, appointment, branch transfer or separation.
RECORDER	No stated grade requirements to serve as the recorder.
TOTAL MEMBERSHIP	4
SPECIAL MEMBERSHIP REQUIREMENTS	
BOARD MEMBERSHIP COMPOSITION	The board will be comprised of officers from the Regular Army, and the ARNG (with at least one in an AGR or FTNGD status.
BRANCH	When possible a minimum of one officer on the FRB and preferable two should be in the same branch or be qualified in the same specialty for which the applicant is to be examined.
MINORITY	Whenever possible one of the boards voting members must be a minority if minorities are being considered.
FEMALE	One of the boards voting members must be a female if females are being considered.
<p>NOTE 1: The prescribed regulations for the Federal Recognition Board are AR 135-100, AR 600-100 and 600-101.</p> <p>NOTE 2: This document is not intended to supersede the regulation.</p>	

